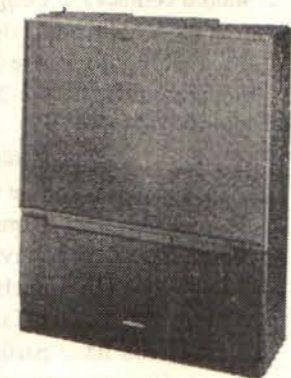


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Homer's last hurrah

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Adm. Lockard's 'Over the Horizon' 11

'CRADAs have produced \$8.3 million in cost avoidance and nearly \$500,000 in actual revenue for NAWCWPNs, but more importantly, they have allowed our S&Es to leverage critical industry resources toward satisfying our military mission.' —Bill Webster, head of the Technology Transfer Office

Wire-grid polarizers hold promise for use in military and private applications

By Cliff Lawson
TID

Wire-grid polarizers aren't something you see every day, and most of us wouldn't recognize one if we did. But the tiny devices are a critical part of certain Navy optical systems and are also the subject of a recently signed cooperative research and development agreement (CRADA) between NAWCWPNs and Leonard Research Corp. (LRC) of Beavercreek, Ohio.

To understand how a polarizer works, think of light as a wave with peaks and troughs — actually electrical field vectors — radiating out in all directions from the direction of propagation. The polarizer acts as a screen that allows only a narrow segment of the vectors through; i.e., those that are oriented in a specific plane.

A wire-grid polarizer consists of extraordinarily thin ribbons, each less than a micron (0.0039 inch) in width, running parallel to each other. When radiation, such as visible or infrared light, strikes the grid, most of it is reflected. Only a selectively polarized portion of the radiation passes through the grid. The grid is very dense—50,000 ribbons per inch is not uncommon—because the ribbons must be closer than the wavelength of the radiation being examined.

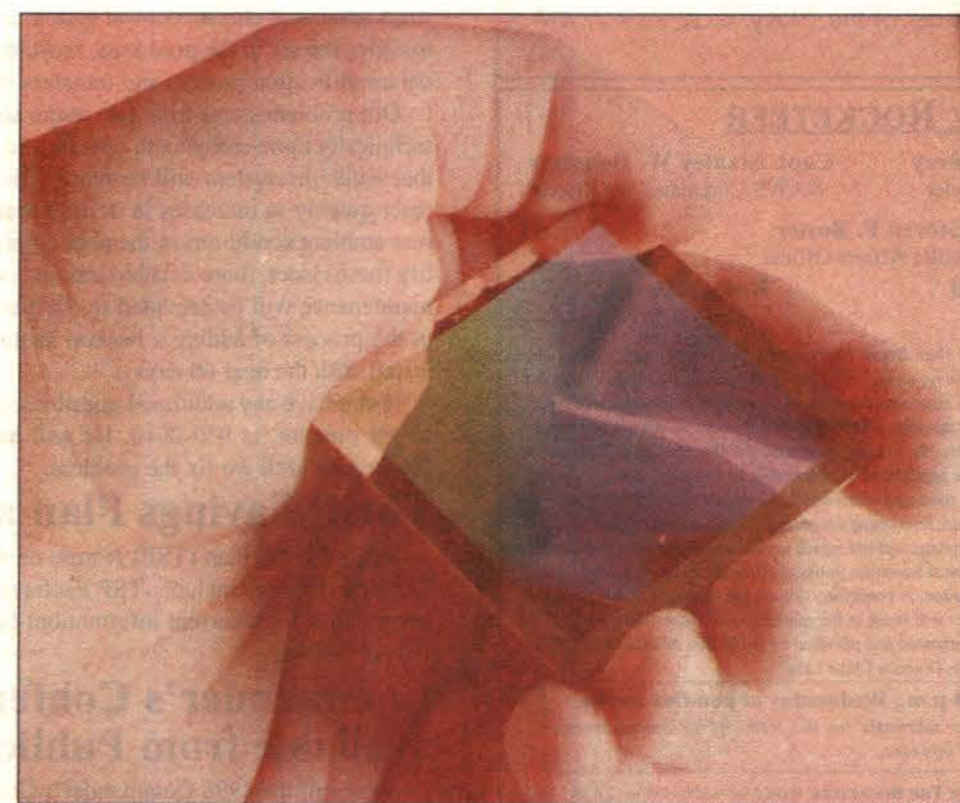


Photo by Terry Pascarella, TID

SMALL BUT CRITICAL—Wire-grid polarizers may wind up in missile-borne target-discrimination devices.

By analyzing the polarization characteristics of light reflected from an object, scientists can extract a great deal of information about the physical and chemical makeup of its surface, which explains part of the military's interest in polarizers. China Lake is particularly interested in using wire-grid polarizers in optical target-detecting devices and focal-plane array (FPA) detectors for missile seekers.

"Incorporating wire-grid-polarizer technology in target-discrimination systems is a gradual process," says Hank Blazek, an electronics engineer in the Engineering Materials Section of NAWCWPNs Research and Technology Group. "It requires a progression of refinements and developments." Currently, other

members of the Research and Technology Group are working to integrate a wire-grid polarizer with a charge-coupled device similar to those used in missile FPAs.

Commercial optical polarizer applications range from glare-reducing sunglasses to special coatings for surveillance-camera lenses to make them less obtrusive. Polarization is also used in the radio frequency spectrum to exploit the limited bandwidth available on communications satellites. Through "frequency reuse," an antenna can simultaneously transmit adjacent beams at the same frequency. By polarizing each beam differently, beam isolation is maintained.

The LRC/NAWCWPNs CRADA grew out of a 1991 small business innovative research (SBIR) program managed at China Lake. Dr. Tom Leonard, now CEO of LRC, was part of a team that designed and built a unique optical-element characterization instrument. China Lake researchers used the device, called the

Automated Transmission/ Contrast Instrument (ATCI), to map contrast ratios and contrast efficiency of large-area glass polarizers.

In 1995 China Lake began an internal program to develop micro-electro-mechanical (MEM) devices. One of the applications of MEM devices is the fabrication of wire-grid polarizers. Blazek, a MEM team member, had been involved with the earlier SBIR and realized that the ATCI, with some modification, would be useful for characterizing the MEM-fabricated

polarizers. Thus was the new CRADA conceived.

Like all CRADAs, this one emphasizes cooperative endeavor and mutual benefits. China Lake is providing the government-owned ATCI to LRC along with samples of the wire-grid polarizers for measurement. LRC is modifying the ATCI software and hardware and optimizing it for wire-grid-polarizer measurement and characterization. The enhancements implemented by LRC will become part of the commercialized variant of the ATCI.

"The ATCI can do more than analyze polarizers," notes Leonard. "By changing the wavelength we can measure

Please see **POLARIZERS**, Page 16

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POLARIZERS from Page 1

subsurface defects in silicon and gallium-arsenide semiconductor wafers." Leonard is also developing a market for the translational stages — the computer-controlled apparatus used to move the study sample — that he developed for the ATCI.

Blazek, China Lake's primary contact for the CRADA, came to China Lake in 1963 from the University of Michigan after earning his bachelor of science degree in engineering physics (he later received a master of science degree in electrical engineering from the University of California, Santa Barbara). For the past 25 years he has been involved in microelectronics and failure analysis. Blazek holds several patents and is a long-time member of the IEEE Photolithography Committee. "Advanced lithography techniques are one of the keys to being able to make our wire-grid polarizers so small," he says.

Leonard is no stranger to the field of optics and in particular to the specialized discipline of polarization science. In the 25 years since receiving his doctorate in plasma physics from the University of Michigan — he also holds a master of science degree in nuclear engineering and a bachelor of science degree in mathematics and science engineering — he has worked with industry and government in the research and development of optical systems. Leonard is primary author of two optical-industry standards: Bidirectional Reflectance Distribution Function (BRDF) Standard (ASTM E1392), which governs light scatter for DOD space-based optical systems, and Test Methods for Measuring Contrast of a Linear Polarizer (ASTM F1763).

Both Blazek and Leonard credit the support people who nursed the CRADA from an idea into a reality. Bill Webster and the staff of the Technology Transfer Office worked with

Mel Sliwka in the Intellectual Property Division to ensure that the CRADA complied with relevant Federal and Navy regulations. "These people make you feel as if they enjoy working with you setting up the CRADA," commented Leonard. "Martha Harrington was especially helpful."

With the existing and growing markets for polarizers and the expanding role of the ATCI, Blazek and Leonard are optimistic about the future of the instrument. They foresee a time when an ATCI variant may drop directly into a production-line environment. That would provide an increased market for LRC products as well as higher quality in optical components for government systems. Mutual benefits such as these are making CRADAs an increasingly attractive arrangement for China Lakers and their industry partners, large and small.

Sports: Sign up before March 21 for Captain's Cup

Racquetball. That's the name of the game. Mark your calendars now and get signed up before the March 21 deadline for the first event in the 1997 Captain's Cup competition.

On March 24, Morale, Welfare and Recreation is hosting a command Captain's Cup racquetball competition. The format will include a ladder-style tournament that will allow China Lake's three commands (NAWS, WTS and VX-9) to enter a maximum of eight players per division. The divisions are as follows: singles A, singles B and doubles open.

If you would like to represent your command, please sign-up at the MWR Sports and Fitness Complex by Friday, March 21.

Competition will extend through May 17. Awards will be presented to the first and second place command finishes and individual first place trophies will be awarded in each division.

Also in the month of March is a 5K breakfast run/walk. This is event is co-sponsored by MWR and the Chief Petty Officer Association. The chiefs will be in rare form, said Michelle Archuleta, MWR sports director. "They have offered to cook breakfast for all participants who enter the 5K walk/run held at Solar Park." This event will take place on March 29 at 9 a.m.

CPOA members and the MWR staff would like to invite all active duty military and their family members to participate in

this first-time event. "The purpose of the 5K run/walk is to extend the commands' esprit de corps to include the family," explained Archuleta. There is no cost for active duty and family members who participate. Non-military guests or spectators will be asked to contribute \$2.

The menu will include scrambled eggs, sausage, bacon, pancakes, coffee and juice.

Family members can acquire participation points for their active duty spouse's or parent's command as long as they complete the 5K course.

For more information contact Archuleta at the MWR Sports and Fitness Complex at 939-0754, or sign up directly at the gym's counter.

WSL from Page 14

The goal of the test was to enable direct comparisons between the standard static tests, conducted for many years, and fully dynamic tests. The helicopter was required to be operating in a hovering mode while a gun was precisely aimed and fired at a small aimpoint on one of the rotor blades.

This required innovation on the part of the engineering staff and the WSL team to design, test and implement a laser controlled aiming and automatic firing system, explained Tim Horton, head of the Survivability Division. The system was successful in hitting the various aimpoints of interest 13 out of 16 shots, with one shot being declared a "non-shot." The team included the on-site support contractors, Management Assistance Corporation of America and Systems International.

Bluejackets of the Year**Final candidates profiled before award dinner Saturday, March 15****AZ1 Angela L. Steiert**

Second time candidate for Bluejacket of the Year, Petty Officer First Class Angela L. Steiert of Air Test and Evaluation Squadron Nine (VX-9), has been in the Navy since 1981.

A native of Tacoma, Wash., she attended recruit training in Orlando, Fla., after high school graduation.

Steiert attended Yeoman "A" School at Naval Technical Training Center, Meridian, Miss. She reported to Rota, Spain, in 1982 where she was responsible for service records, processing request chits and enlisted performance evaluations.

In November 1983, without any on-the-job training, she converted to AZAN. Steiert transferred to Aircraft Intermediate Maintenance Department, Naval Air Station Alameda, Calif., and in 1984 qualified as a work center and production control supervisor and was

AO1 John W. Barfield

Sailor of the Year for the Naval Weapons Test Squadron, Aviation Ordnanceman First Class John W. Barfield is a candidate for Senior Bluejacket of the Year.

Barfield was raised in San Antonio, Texas. He completed basic training at Recruit Training Command, Great Lakes, Ill., in 1985. Following recruit training, Airman Recruit Barfield reported to Aviation Ordnance "A" school at Naval Air Technical Training Center Millington, Tenn.

Upon completion he received orders to Okinawa, Japan, where he served until March 1988. While in Japan, Barfield was assigned to the Weapons Department, Magazine Branch, performing duties that included the issuing and receiving of munitions. He advanced to AO3 in 1987.

After his tour overseas Barfield separated from active duty and returned to Texas where he joined Naval Reserve LPH-10 Tripoli 1010 at the Navy and Marine Corps Reserve Center San

AD3 Richard J. Hatfield

Aviation Machinist's Mate Richard J. Hatfield arrived at China Lake by way of Greenwood, S.C., where he was born, and Midland, Texas, where he attended school. He joined the Navy in 1987, and attended recruit training at Great Lakes, Ill. He graduated from AD "A" school at Naval Technical Training Center, Millington, Tenn.

His first assignment was with Fleet Squadron Five, Naval Air Station, Cubi Point, Republic of the Philippines. In 1989 he transferred to Helicopter Mine Countermeasures 12 NAS Norfolk. During this tour he graduated from two schools — Power Plants Organization and Rotors and Related Systems.

assigned as logs and records manager.

She was promoted to Aviation Maintenance Administrationman (AZ) Three in November 1984. One year later she advanced to AZ2.

From Alameda, she reported to NATTC Millington, Tenn., and completed Data Analysis School in October 1987. Then she reported to Light Helicopter Antisubmarine Squadron 47, at NAS North Island, Calif., where her maintenance programs ranked in the top 10 of 162 commands and one of nine Light Airborne Multi-Purpose System units assigned to COMNAVAIRPAC. In June 1989 she advanced to AZ1.

Steiert transferred to NAS Bermuda in 1990 and then attended Law Enforcement School at Lackland AFB, Texas. She was assigned as the Administrative Division officer, and eventually physical security/crime prevention coordinator. There she was

Antonio. After seven months, Barfield returned to active duty and attended additional training at RTC Orlando, Fla.

He then received orders to Strike Fighter Squadron 15, Naval Air Station Cecil Field, Fla., where he served for four years. He was assigned to the Avionics Armament Division, Ordnance Branch, performing organizational maintenance and loading and downloading of conventional weapons on F/A-18 aircraft. After advancing to AO2 in December 1989, he was assigned as the day shift supervisor.

During this assignment he was awarded the Navy Commendation Medal for demonstrating exemplary leadership during Operation Desert Storm aboard the USS Theodore Roosevelt.

In November 1992, Barfield returned overseas for a three-year assignment to NAS Sigonella, Italy. There he was responsible for the maintenance and renovation of pre-positioned war reserve munitions and ammunition basic stock level allowances at three NATO ammu-

nition depots. In December 1993, Barfield was advanced to AO1. He served as the Stock Control Division leading petty officer.

Barfield received his second Navy Commendation Medal in 1995. Additionally, he received three admirals' letters of commendation for performance of demanding duties while serving as LPO. He received another LOC for superior performance as a weapons handler while at Sigonella.

AO1 Barfield reported to NWTS China Lake in January 1996. He is the Ordnance Branch leading petty officer. He supervises 20 personnel of two different ratings performing organizational level maintenance, configurations, loading and downloading of conventional weapons on 16 uniquely configured F/A-18 aircraft.

In September Barfield was awarded the Navy Achievement Medal. He has two Good Conduct Awards. He was selected as Senior Sailor of the Second Quarter and

responsible for training Security Department personnel as was the department career counselor.

Petty Officer Steiert reported to then VX-5, China Lake in April 1994 where she works as maintenance admin supervisor.

Her awards and medals include five Navy Achievement Medals, two Meritorious Unit Commendation Ribbons, three Good Conduct Medals, National Defense Service Medal, five Overseas Service Ribbons, Navy Expert Pistol Medal, four letters of commendation and four letters of appreciation.

She was also selected Sailor of the Year, Sailor of the Quarter, Sailor of the Month, received a Department of the Navy Honor Certificate, two National University Certificates of Leadership and San Diego County Women's Council Navy League Award. She is an enlisted aviation warfare specialist.

Steiert, and her husband, David, have been married since 1992. They have a son, Cody, and are expecting their second child this summer.

Barfield and his wife, Debra, have two sons, Christopher and Sean. She works at the Navy Exchange.

This Bluejacket candidate said they enjoy camping as a family and outdoor recreation activities.



AZ1 Angela L. Steiert

Steiert, and her husband, David, have been married since 1992. They have a son, Cody, and are expecting their second child this summer.

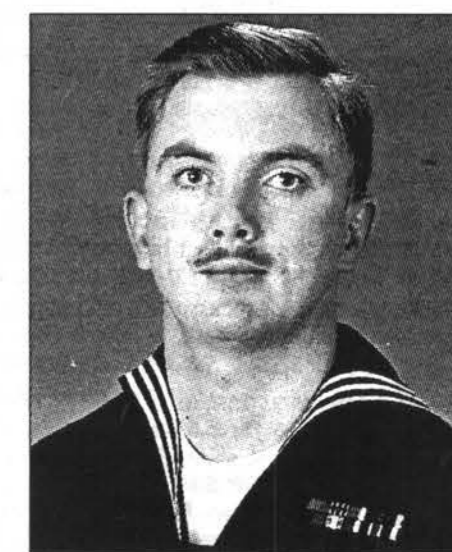


AO1 John W. Barfield

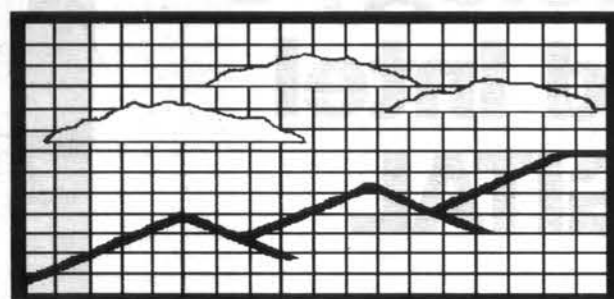
NWTS Sailor of the Year for 1996.

Barfield and his wife, Debra, have two sons, Christopher and Sean. She works at the Navy Exchange.

This Bluejacket candidate said they enjoy camping as a family and outdoor recreation activities.



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APPLE from Page 1

were exchanged between China Lake and Apple, and productive doors of opportunity were opened. In China Lake, Apple found a partner who welcomed the opportunity to experiment with its products as well as the impetus to create more innovative products based on realistic, projected needs. For example, when Apple decided to change one of its sets of read-only memory (ROM) chips by combining the functions of five chips into one, engineers at China Lake evaluated the newly designed, compact chip and quickly presented Apple with a "problem set" for the new chip. Apple responded by fixing the problems and redesigning the chip before its commercial release.

Early on in the first CRADA Apple assisted Pular Electronics (China Lake's computer service provider) in monitoring, upgrading and troubleshooting network problems involving Apple equipment — this ground-work now ensures peace-of-mind for current and future Apple users at China Lake. Apple also provided beta and seed software for a variety of uses, including PowerTalk/PowerShare, QuickTime VR, video teleconferencing and remote access applications. QuickTime VR, a three-dimensional, virtual reality technology, has since been used to photograph China Lake's petroglyphs (ancient Indian drawings) for archival purposes to assist in the preservation of these archeological treasures.

Recent Apple projects, such as AppleTalk Service for Windows, Open Doc, Open Transport and User Authentication, have reaped the benefits of close interaction resulting from the CRADA relationship.

From China Lake's point of view, major products resulting from the first successful cooperative agreement include the development of several computer-based tools for military applications. The Analyst's Workbench (AWB) and the High-Speed Antiradiation Missile

(HARM) Configuration Management Trainer, a ground-based training tool for F/A-18 pilots, number among these accomplishments. Also noteworthy is the redesign and expansion of the capabilities of the AppleTalk Phase II communications networking software to accommodate over 4,000 users (the original networking design was viable for only 265 connections). With the two organizations working together, the problems in a networking project of this magnitude were identified early-on by China Lake scientists and engineers, and solutions were worked out by both parties before AppleTalk Phase II was commercially released. The final network conversion proceeded smoothly.

The recently signed second agreement paves the way for the continuance of the productive, mutually beneficial working relationship. Building on the expanded network design, the development of AppleShare 5.0, which will connect all NAWCWPNS and NAVAIR TEAM sites using Transmission Control Protocol/Internet Protocol (TCP/IP) and includes a built-in web server and electronic mail system, is under way. Apple will also be addressing the NAWCWPNS requirement to move to Windows NT file and print servers by providing continued interoperability between operating systems. NAWCWPNS Computer Scientist Mark Kolstoe attests to the suitability of the NAWCWPNS multi-site environment for network development, saying, "If a model of computer has ever been made, we have at least one of them on our network. If we can build a stable networking environment that works here, it'll work anywhere."

By the end of this month, NAWCWPNS China Lake will be established as an Apple software support site "mirror." The "mirror" status provides China Lake with almost instant (nightly) access to new software releases and the same level-of-access privileges as the Apple corporate servers themselves. As the U.S. software distribu-



DEAL—NAWCWPNS Commander RAdm. Jack Chenevey and Apple America's Senior Vice President Robin Abrams finalize the signing with a handshake.

tion site, China Lake will have access to Apple Computer, Inc.'s master server and the ability to provide newly released software to all .mil and .gov addresses without competition from the rest of the world. A World Wide Web interface is planned using file transfer protocol (FTP) that will make software downloads as easy as a "point and click." Additionally, with the proposed development of more software tools similar to the HARM CMT, and an emphasis on controlled access and secure Apple/UNIX design features, this CRADA may open a window for Apple into the virtual battlefield simulation arena.

If readers know of additional technical areas where cooperation between Apple and NAWCWPNS would be beneficial, contact Apple representative Monika Mohler at (714) 499-0393 or mohler.m@applelink.apple.com, or NAWCWPNS representative Chuck Jones at 939-1318.

Black History Month ends with 'The Melting Pot' at the Wreck Center

By Peggy Shoaf
Public Involvement Office

Understanding, taking the time to learn about one another and not prejudging were the messages emphasized during the play, "The Melting Pot," performed by the Naval Air Weapons Station China Lake Ethnic Observance Committee last Friday at the Wreck Center.

The play focused on students attending a multi-cultural history class in the college at Oxnard. During the class, students were given the assignment to choose a classmate, who was different from themselves, to interview and to give a report on that person. Students learned that their fellow classmates were human beings, who laughed, cried and wanted to be loved and accepted just like they did, despite being of a different race or having a different background or culture.

This point was emphasized by the guest speaker, Evangelist Jacquelin Davis, at the conclusion of the play when she noted, "Our similarities are much more than our differences."

The play, written by Lowell Pumphrey and produced and directed by CTA1 Wendy Murrain, was the conclusion to Black History Month activities for 1997. The master of ceremonies was Colden Nutt.

Capt. Stan Douglass, NAWS China Lake commanding officer, opened the luncheon event by noting the importance of Black History Month, which serves as a tool to educate the public and to recognize the accomplishments of African Americans.



Photo by Peggy Shoaf

LEARNING ABOUT ONE ANOTHER can be the passport to understanding one another, as illustrated in the play, "The Melting Pot," performed last Friday by the Naval Air Weapons Station China Lake Ethnic Observance Committee. In the picture above, Javon Jenkins (played by ABH3 Shawn Perkins) is telling the class what he learned about fellow classmate Ming Lee Chang (played by Charmaine Haaland). Performers include (l to r) AZ3 Debra Thomas, AMEAN Stephen Richardson, James Archuleta, Dawn Hillary, Perkins, Haaland, AN Brandy Hallas and DP3 Teresa Landers. Performers not pictured include Lawrence A. Harvey, AKAA Evelyn Rodriguez, MSSA Monica Serna and IN1 Fayne Overton.

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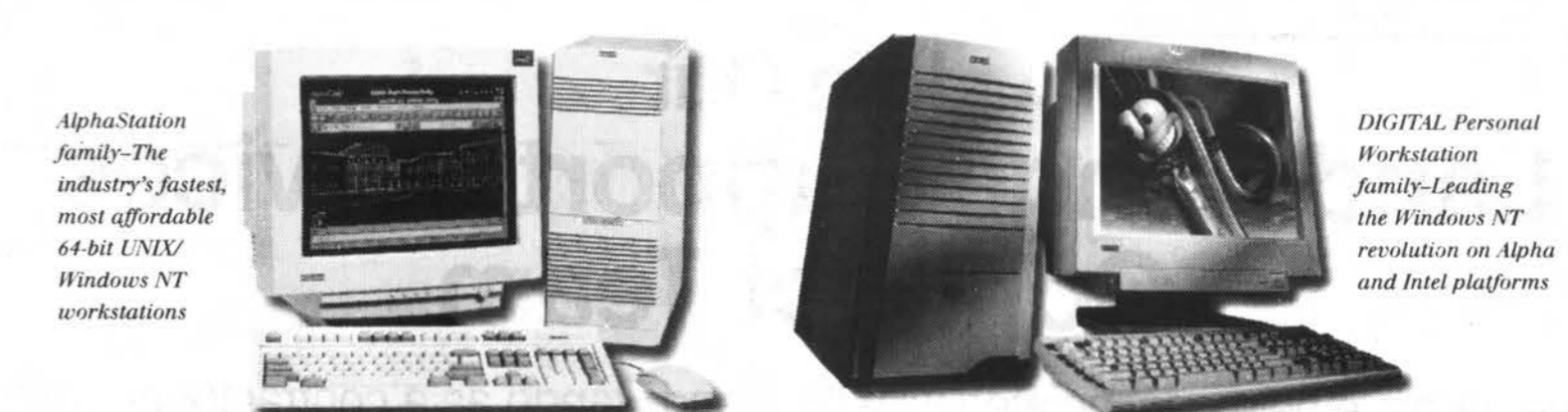
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WSL's Cobra helicopter team receives OSD award for live fire testing

Survivability Divisions' AH-1 Cobra helicopter team members joined RAdm. Jack Chenevey, NAWCWPNS commander, at the Weapons Survivability Lab Thursday, Feb. 20, at the AH-1S Cobra helicopter test pad. Chenevey was on hand to present unusual looking awards: 13" x 22" wooden plaques covered with the front page of the August 22, 1996, issue of *The Rocketeer*.

These specially-made plaques from Office of the Secretary of Defense were presented originally in January at an American Defense Preparedness Association-sponsored Live Fire Test Conference at Lawrence Livermore National Laboratory by James F. O'Bryon, deputy director of the OSD Live-Fire Test Office. "The complexity and success of this test rivals any of this nature," said O'Bryon. "The 'can do' attitude on the part of the test support crew was truly a marvel considering the challenges they were faced with."

Jay Kovar, WSL manager, and Norm Campbell, Management Assistance Corporation of America's on-site support contractor lead, accepted the team award on behalf on the group.

Al Werner, head of the Systems Vulnerability Branch, accepted a letter of appreciation from O'Bryon along with his award. Werner is the Navy deputy test director for the Joint Live Fire Program; the vulnerability co-chair of the Joint Technical Coordinating Group on aircraft survivability; and joint strike fighter vulnerability integrated product team leader.

Live fire testing of the AH-1 Cobra helicopter was conducted by the Survivability Division's Systems Vulnerability Branch at WSL during the summer of 1996. As reported in *The Rocketeer*, this represented numerous first-of-a-kind challenges and was in fact a first-of-a-kind test, firing live munitions at an operating helicopter rotor system in a fully controlled environment.

Please see **WSL**, Page 16



Photo by Tim Tyson, TID

COBRA TEAM—Weapons Survivability Lab team members recently accepted a special OSD award. In front of the helicopter are (l to r) Al Hill; Louis Conrad; Michael Gallagher; Grayson Goodrich; Tony Tainatongo; Judy Pommerenke; Gina Kauppi; Bob Gould; Jack Thompson; Norm Campbell; RAdm. Jack Chenevey, NAWCWPNS commander; Jay Kovar, WSL facility manager; Al Wearer, head of the Systems Vulnerability Branch; Don Watke; Richard Weggesser; Jim Dillon; Wes Witt; Gary Burgner; Ed Shaffer; Chris Fischer; Lisa French; Vickie Swinford; Al Andrews; Cliff Lawson, TID writer of the original article; Kaj Best; Art Rivera; Werner Weinstock; Dan Stafford; Frank Crotteau; Steve Freeman; Tosh Nakashima; Jony Homer; Bob Ambre; Dick Ply; Mikal Gray; and Marty Krammer and Hardy Tyson in the back row sitting on the AH-1S helo suspension platform. Not pictured: Dan Zurn; Robert Bartz; Karl Olmstead; Ray Wetzel; Lonnie Brockwell; Albert Bermudez; Sid Cavalliere; Jim Tucker; John Hutmacher; Gary Meyers; and Jean Pringle.

Paul Homer retires after 35 years

Second highest civilian service award presented at farewell party

By Steve Boster
Public Affairs Officer

Paul Homer proved he can sit back and take the roasting that goes with retirement after a long career as well, or at least almost as well, as he could (and did) dish it out over the years. In one evening, Homer became an admiral, won a major Navy award, listened to 10-year-old jokes and heard a review of his many unique and obscure projects.

Ending a 35-year career at China Lake, starting when it was still the Naval Ordnance Test Station, Homer closed out his tenure by receiving the Navy Superior Civilian Service Award, the second highest honor a civilian employee can receive.

Captain Doug Henry, Naval Air Warfare Center Weapons Division vice commander, made the presentation at a farewell for Homer held last Friday at the Kerr McGee Center. Henry said, "You have made significant, sustained and outstanding technical and managerial contributions to the Naval Air Systems Command during your career, and have become recognized as an international expert on weapons effectiveness. Your efforts in guiding technology and development in the areas of electronic warfare and missile and free-fall weapons systems are directly responsible for many of the outstanding weapons systems now in use in the fleet."

With the award presented, the last serious business was put aside. Now it was time for many old friends and colleagues to have their last shot at one of China Lake's oldest junior professionals. Sterling Haaland, later described as "the last person to hire Paul," was master of ceremonies. He

set a three-minute time limit on the each of the 29 presenters, but was unable to retain control since folks just ignored his "bubble gun" and spray string.

Homer, a native of Hemstead County, Ariz., was one of the last China Lakers with a degree from the New Mexico Institute of Mining and Technology. Born on Feb. 28, 1938, he picked his birthday as the official retirement day.

One of the last civilian employees to move off-Station, the command made sure he was retired for good when he got an armed escort off the base at the close of business Friday.

Among the special presentations was the Code 472 plaque, presented by Karen Higgins, his successor as head of the Weapons/Targets Department. Higgins cited Homer's "uncanny memory for obscure programs or useless data."

Visiting from the Albuquerque detachment, Cdr. Jack Stewart brought with him a proclamation from the governor of New Mexico, commissioning Homer as an Admiral in the Rio Grande Navy.

Scott O'Neil and Dick Mello thought it was a costume party and came dressed as the Desiccated Purple Sage and Dust Devil, respectively.

Milt Burford handed out the first-ever Corporate Operations plaque to Homer, and Ron Derr reviewed Paul's many patent applications for items such as a nuclear hand grenade, solar-power night vision goggles and a stealth blimp.

The final blow came from Burrell Hays, who recounted many old jokes, then said it was pay-back time because all those jokes had been told by Homer or Dillard Bullard more than 10 years ago when Hays retired.

It was a more subdued than usual Paul Homer who took the microphone for final words. He said, "I'm really over-



Photo by Tim Tyson, TID

NAVY SUPERIOR Civilian Service Award, was presented to Paul Homer at his retirement party Feb. 28. Above, Homer and his wife, Patricia, show off prestigious award.

whelmed, it's a tremendous night. I'm truly honored."

Wrapping up the night, Homer thanked those who had hired him and guided him over the years, including Bill Porter, Burt Galloway, Peggy Rogers, Bob Hillyer, Hays and Haaland. The party, the largest since Porter's farewell a few years ago, was a chance for many former China Lakers who had been mentored by Paul to honor a man representing the golden era of China Lake.

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- TAHOE640PC/MAC, media is DOT640MEDIA
- West. Dig. 2.5GB AC32500, 3.1GB AC33100
- Maxtor 3.5GB 83500A EIDE hard drive
- HP LaserJet 5M is a PostScript 600x600, w/ JetDirect card w/ready-to-use AppleTalk & Ethernet C3917A
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Popular/sort-of new items:

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Financial systems project team receives NAVAIR Special Act Award

By Karen Buehler
Program Analyst

If conducting day-to-day business by commuting and communicating with employees across four NAWCWPNS sites seems tough, imagine putting a common automated financial system in place at nine NAWC sites as distant as Patuxent River on the east coast and Point Mugu on the west coast.

Now set up a team of employees from strikingly different business cultures in various states of political and organizational change, and coordinate all project planning and decisions among these key players. Then determine joint requirements, develop interfaces and put the new system in place within a nearly impossible time frame. That was the challenge presented to the NAVAIR common financial management system expanded team, and for their success in implementing the Navy Industrial Fund Financial Management and Accounting System (NIFMAS) across all nine NAWC sites, the 27-member cross divisional team was recently awarded the Naval Air System Command Special Act Award.

Three major subteams formed the overall NAVAIR team, each with a distinct yet closely related charter. The Interim NAWC Financial Operations

Support (INFOS) Program Office, headed by Nancy Hodge, provided NAVAIR Headquarters oversight coordination of the project, ensuring that common business practices, consistent software processes, configuration control, funding responsibility and integrated project management were in place.

The NAWCAD team, led by Rich Haggarty, reengineered the NIFMAS software and completed initial implementation at Patuxent River on Sept. 30,

1994. He then led the effort to expand the deployment to the remaining AD sites by September 1995. Developing division-specific interfaces to both DoD and Weapons Division feeder systems, and achieving Initial Operational Capability (IOC) of NIFMAS at west coast sites by Sept. 30, 1995, was the charter of the NAWCWPNS team, led by Project Manager Jay Crawford and Technical Manager Kathy Finch. The Aircraft Division team advised and supported the

Weapons Division team in customizing and refining the software to meet Weapons Division requirements.

In nominating the team for this award, Scott O'Neil (national 7.2 competency lead) commended the team for first-time installation of a major software application within NAVAIR command community. "Although the original implementation schedule was two years from receipt of the common software, the actual

Continued on next page



SPECIAL ACT AWARD—Members of the financial system team are [back row l-r] Don French, Larry Floro, Jerry Macy, Scott O'Neil, [third row l-r] Cheryl Volden, Mary Plauson, Lil Michau, Gail Rutherford, Tom Howe, Roy Dyarman, Harry Stevens, Pam Poppen Smith, Darin Boston, [second row l-r] Mary Lindsey, Kathy Finch, Terry Wojciehowski, Dot Leuallen, Tammy Morrison, Pam Mathes, Nancy Hodge, Robert Olsen and [front] Hope Fielder.



By Larry Stensaas
Safety Specialist

Cleaning up unsafe acts — help workers change bad habits

You're a supervisor committed to the safety of your employees, but there's only so much you can do to protect them from on-the-job risks. Sometimes habits, attitudes, or behaviors might be putting your workers in danger.

Assess safety practices

Being aware of problem areas is the first step. Try to eliminate unsafe work practices by regularly monitoring your employees' equipment, work habits, and their work areas. Draw up a checklist so you don't overlook anything as you walk around the worksite.

- Are employees in the right work area?
- Are they paying attention to their jobs?
- Are employees using proper personal protective equipment?
- Is machinery working properly?
- Are there noticeable hazards in the work area?

Involve your workers

Share the responsibility for safety with your workers — they're the ones directly affected by unsafe work practices. Bring up your safety concerns and issues in meetings and informal discussions with workers. Develop a system

workers can use to report dangerous conditions as they notice them.

Examine the information

Get all the information you can about close calls or unsafe acts by interviewing those involved. Be a receptive listener as you and your employees examine why such incidents occurred. Don't assume that employees were negligent.

After you and your employees understand all the causes, develop agreements as to how their actions will be corrected. They'll probably be motivated to change if they can suggest corrective measures you find acceptable. Have a schedule or plan in place to follow-up on their progress.

Provide training

Your role is to provide your workers with proper training if they need to strengthen their safety skills. Use a checklist and a safe job analysis form to explain each job's tasks. A safe job analysis form also lists job hazards and what kind of personal protective equipment to wear. Post these forms around the worksites for convenient referral.

Hold brief talks about safe work practices on a weekly or monthly basis with small work groups.

Gould receives an R&E Award

On Monday, Feb. 10, Richard A. Gould, head of the Advanced Systems Technology Office, received a Research and Engineering Excellence Award from his competency leader Sterling Haaland.

According to Gould's nomination letter, he has consistently supported his sponsor in an exceptional manner. The sponsor recently acknowledged his appreciation for Gould's support in a letter sent in October 1996 in which the sponsor acknowledged the extraordinary efforts by Gould in responding to Congressional legislative strictures requiring a major change in program execution methodology. The task undertaken was recognized as "formidable" by the sponsor and he expressed appreciation for the "determination, enthusiasm and professionalism" exhibited by Gould.

The above expression of appreciation is consistent with the sponsor's continuous expressions of satisfaction with the NAWCWPNS Project Office said Haaland. "Gould is recognized as providing extremely valuable support for the program," he added. "The spon-

sor's satisfaction with Gould's support has been concretely evidenced by their continued tasking and funding of the NAWCWPNS office during the recent budget cuts and program restructuring."



R&E EXCELLENCE—A happy Richard Gould recently received a Research and Engineering Excellence Award from Sterling Haaland, R&E competency leader.

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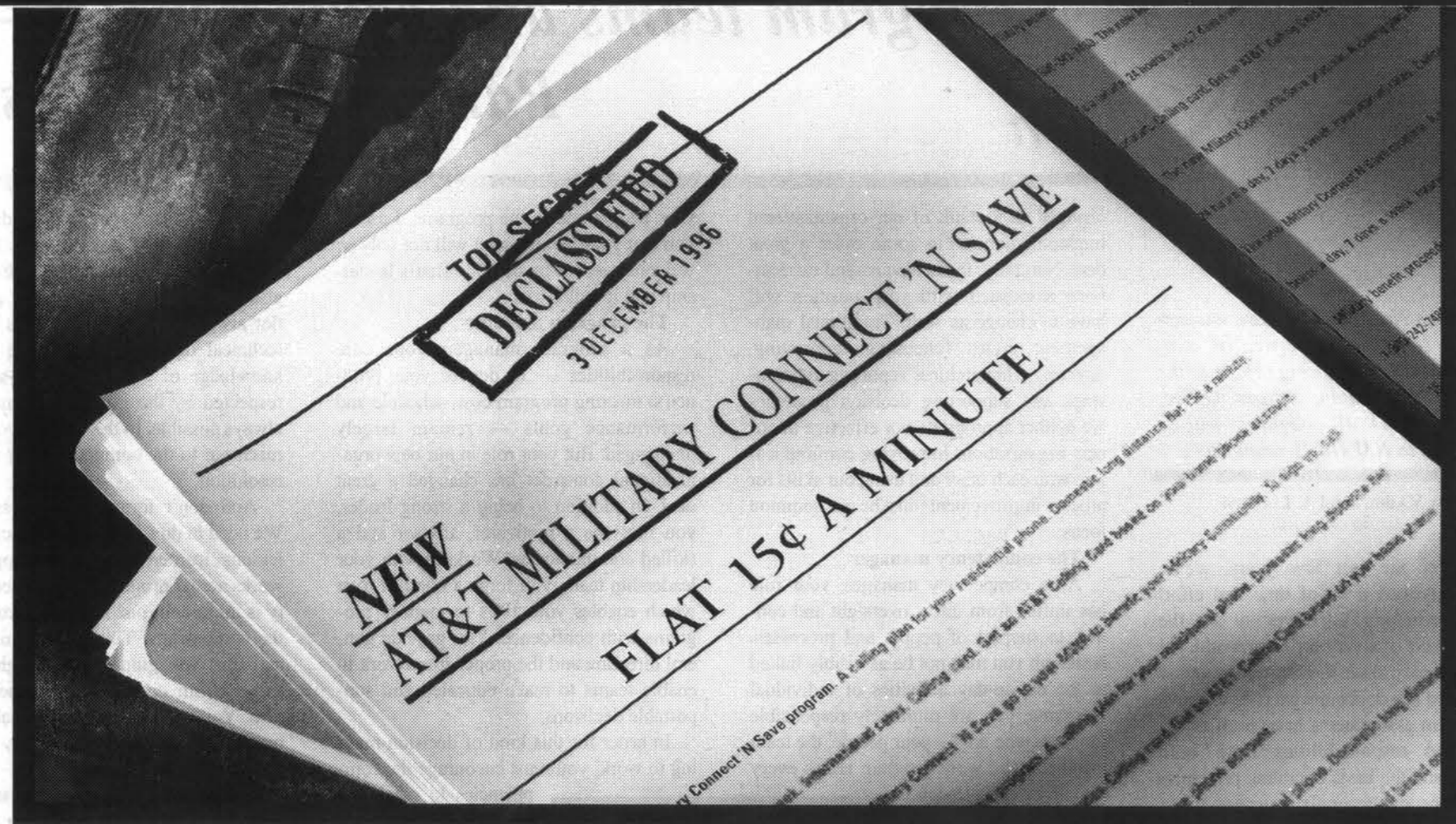
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Continued from previous page
implementation effort reached IOC targets within a year of project start-up," he said.

According to the award letter from AIR-7.0, "This system provides to NAVAIR and division managers a tool to produce common and consistent financial data and reports with which to manage and make decisions about how we conduct business. Its implementation is considered a significant milestone in our continuing move toward common tools, processes and management information."

The special act award, a "Together Everyone Achieves More" paperweight and a \$5,000 bonus split equally among

recipients, was presented to NAWCWPNS core team members by O'Neil and Jerry Macy, NAWCWPNS Comptroller, on Oct. 31. NAWCWPNS recipients were: Nancy Hodge, Darrin Boston, Dot Leuallen, Pam Mathes, Lil Michau and Pam Poppen Smith of the INFOS Project Office; and Jay Crawford, Kathy Finch, Roy Dyarman, Larry Floro, Hope Fielder, Mary Lindsey, Tammy Morrison, Mary Plauson, Gail Rutherford and Cheryl Volden of the NAWCWD implementation team.

A parallel presentation to NAWCAD team members is scheduled in the near future.

Local auction held on March 11

Local Auction 44-7502 will be conducted by the Defense Reutilization and Marketing Office at China Lake on Tuesday, March 11.

Fax bids and bids dropped off at the sale site will be accepted until 1 p.m. March 10. All bids after 1 p.m. will be considered non-responsive.

Items will be on display for inspection March 5, 6 and 10 from 7:30 a.m. through 3 p.m., and March 11 from 7:30 through 9:30 a.m. A complete list, as well as sales terms and conditions can be seen at the DRMO in Building 1073.

More than 250 items will be offered. Registration begins March 5 and contin-

ues until the last item is sold. Mailed bids will not be accepted. Items purchased may be removed on the sale date provided full payment is made.

Deposits are not required. Payment must be in cash or a guaranteed instrument. Visa and Mastercard will also be accepted. Purchasers will have until March 20 to pay for and remove items.

Prospective bidders without access badges must stop at the Main Gate Visitors Center and obtain a pass before coming aboard.

For further details, contact Phyllis at the DRMO, Building 1073, (619) 939-2502/2538.

Delays, detours in housing areas as major construction continues

Crews began installing new water mains Feb. 24 around the SOQs on both Essex Circle and Lexington. Now that all of the JOQs and the Sangamon SSQs have been demolished and the land leveled, irrigation and planting continues in this area.

Gas and water mains will also be installed at the intersection of Leyte and Kearsarge. Detours will be in place in this area through March 17.

Detours will also be in place at Knox and Rowe from March 10 to 24. This intersection is currently undergoing beautification treatment. Construction includes handicapped access curbs, planters, neighborhood signage and pavement. Through-traffic needs to find the most convenient alternate route. Every effort will be made to allow local residents to access their driveways.

Rowe residents will be restricted from

their driveways during this period. Work has already begun at this intersection for new handicapped access curbs, planters, neighborhood signage and pavement. Detours will be required for through-traffic on some days, although every effort will be made to maintain access to local residents' driveways.

An alternative Vieweg School drop-off is available at the newly paved Stroop Avenue walkway, 400 Stroop, just east of Vieweg Circle. Please refrain from executing U-turns along Stroop when dropping off or picking up children.

Final preparation is under way to complete the paving of the Capehart B Area trails network. The paving of all trails should be completed in March.

This work is part of the Pathways, Sewers, Fences and Playgrounds Project. Please direct your questions to David Orland at the Housing Office, 939-0006.

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valuables. Just get out and stay out. Then call the fire department from a neighbor's telephone.

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TARIF software improvement groups lead the way in process improvement

At a recent meeting of the Combat Environment Simulation Division, the Tactical Air Ranges Integration Facility (TARIF) software improvement working groups were recognized for their definition of two key process areas (KPAs) — software requirements management and software configuration management.

Carl Hall, software process improvement office director, and Ed Witzel, division head, presented the team's recognition plaque with two KPA plates. Hall noted they are currently defining their software project management process and on Feb. 28 began defining the software quality assurance process for TARIF. During March, a TARIF action initiation team will begin work on the remaining KPA for a level two organization, software subcontract management.

TARIF was established in November 1988. Prior to this time, software and software upgrades were developed by Cubic Corporation, primarily as a by-product of building and installing new Navy Tactical Aircrew Combat Training Systems (TACTS) and the Air Force equivalent, the Measurement Debriefing System and its predecessor Air Combat Maneuvering System. "However, once the production of new ranges was completed," said Witzel, "much of the software development and integration took place at the operational ranges. This was not a good environment for disciplined software development."

During the first few years of TARIF's existence, the focus was on establishing a new, operational TACTS range. "Software development did take place without the pressure of operational range scheduling," said Witzel. "However, the software developers owned the development process, and it varied between individuals. Product was produced and integrated, but each range was different and costly tailoring was required. With a light workload, a developer could spend time at the range correcting problems that surfaced."



TARIF TEAM—Ed Witzel, head of the Combat Environment Simulation Division (left), accepts a plaque from Carl Hall, SPIO director, for software process improvements. Team members include (back row l-r) Chuck Morrow, Joe Hewlett, John Smith, Dave Jester, Jim Dorrell, Zane Crapo, Naomi Norris, Jay Chun and Dave Baur.

With increased workload and the inclusion of Air Force ranges, it became evident that a laissez-faire configuration management practice was no longer acceptable. The TARIF journey to improved configuration management actually began when the division embraced total quality leadership. Two process improvement teams were established — project planning and control and a configuration management process improvement working group. "Unfortunately," said Witzel, "clearly defined goals were not established and the schedule was open-ended."

When RAdm. Bill Newman, former NAWCWPNS commander, established the software process improvement ini-

tiative in May 1993, TARIF was a prime candidate and ready to participate. Under the Software Engineering Institute Capability Maturity Model (CMM), TARIF was a solid Level 1. The first step on the road to Level 2 was the requirements management key process area. Since that time, two additional KPAs have been started or completed.

John Smith, TARIF manager, said there is a definite sense within the group, that the resulting processes are essential to the success of the organization. He said TARIF personnel are looking forward to completing each of the steps leading to CMM Level 2 this year.



Editor's Note: Readers are encouraged to send e-mail or written comments about the following article to the NAWCWPNS Public Affairs Office, Code 750000D. All comments will be forwarded to NAVAIR Headquarters.

By VAdm. John A. Lockard
NAVAIR Commander

Over the last few years, we've invested a lot of time and effort reshaping ourselves to fit the requirements of a very different world. On paper, it's easy to see that our transition has progressed at a deliberate pace. The majority of team assignments have been made, roles and responsibilities have been defined, and the basic operating principles are in place and generally understood.

We now have a solid framework to build upon — but the process of learning to operate effectively within this framework is just beginning. With the magnitude of external forces we continue to face every day, it's hard to find time to confront the tough internal issues. At the same time, we know they won't resolve themselves. We must be honest about the difficulties we're facing and work together to find the right answers.

One issue we are clearly struggling with today is defining the right level of interaction among competency managers, integrated program teams and program managers. I think it's fair to say that the concept of product-focused teams is understood and being implemented with varying degrees of success throughout the organization. For the most part, we understand our new roles and responsibilities. What is much more elusive to us is the ability to "practice what we preach" — to learn how to interact with one another in a way that achieves the best possible results.

Obviously, there is no magic formula that can be applied to every situation, as many factors (personalities, management styles, program structures, physical separation, etc.) will continue to influence our daily interaction. The one universal variable however, is the importance of regular, meaningful communication — simply talking to each other — keeping each member of the "extended program team" connected and informed. Building and maintaining that dialogue and trust will take some hard work. But over time, the synergy it brings is absolutely critical to the long-term success of our programs.

Exploring roles and responsibilities
Whether you are a competency manager, a program manager or an IPT member, your roles and responsibilities have

changed as a result of our organizational transformation — in some cases a great deal. Naturally, the behaviors and expectations associated with your position will have to change as well. Traditional management styles (checking, approving, directing), hierarchical reporting relationships and supporting decision processes are neither appropriate nor effective in our new organization. Improving communication with each other and using our skills for process improvement must be our common focus.

The competency manager

As a competency manager, your role has shifted from direct oversight and control, to support of people and processes. Although you may not be as visibly linked to the day-to-day activities of individual programs, you are ultimately responsible for those who are — your people, the team members who work program issues every

day. You are a coach, mentor and technical advisor, a resource provider, skilled negotiator and arbitrator in times of conflict. You research lessons learned and ensure they are available to be applied across programs. You construct a network of technical expertise from which our team members can draw.

No one could possibly "fill these shoes" from behind a desk. You've got to be assertive, show interest, stay visible — get involved and "make the rounds" on a regular basis. Talk to your people face to face; attend program reviews; visit program managers and team leaders. Hold periodic competency staff meetings to share experiences and provide information — and keep them open to program representatives to build trust. You must create a desire within your people and the program managers to keep you in the loop — to seek your advice.

This kind of "casual contact" is difficult to maintain when your people are collocated with the IPT and no longer with the competency. But regular, meaningful contact is much more effective than calling people into your office once a week to "report" on their progress. This kind of contact results in leadership versus management and insight versus intrusion.

Maintaining insight into program issues is not only within your boundaries, it is to be expected; the intent is not to remove decision authority or empowerment from teams, but to support that empowerment through awareness and leadership. This awareness will enable you to better prepare your people, forecast demand for resources, apply lessons learned across IPTs and assist programs in times of special need. As you demonstrate value to

your people and to the programs, I assure you that your involvement will not only be welcome, it will be invited. That's leadership and it builds trust.

The program manager

As a program manager, your core responsibilities — to deliver your product(s) meeting program cost, schedule and performance goals — remain largely unchanged. But your role in our new organizational construct has changed a great deal. In addition to being a strong leader, you must be a motivator, advisor and a skilled communicator. Working with your leadership team, you forge a bond of trust which enables your IPTs to manage programs with confidence. You provide general direction and the proper framework to enable teams to make educated and supportable decisions.

In order for this kind of decision-making to work, you must encourage the competencies to reach out to your team members.

Your involvement, persistence, commitment and hard work will get us there.

This contact is not an intrusion; it's value added to your team. Remember, your resources extend beyond the scope of the IPT. Accountability should drive you to want the best minds you can muster to solve problems. Seeking the views of senior competency members is not giving up authority — it demonstrates a commitment to protecting and sustaining the health of your program.

You must extend this mind-set to your IPT leads — encourage them to get the "grayheads" involved when problems surpass the technical experience of your team. Equally important, is establishing mechanisms for involving competency managers on a regular basis — invite them to program reviews, decision briefings and VTCs; include them on e-mail distributions; find out what their concerns are. Only through participation will they understand the scope of the program — allowing them to affect the outcome of issues early on, and provide technical and strategic support when "spikes" in the program are unavoidable. Build trust!

The IPT member

As a member of an IPT, you have been given a "flight clearance" of sorts. Your competency has prepared you (with training, common processes, specifications and performance norms) to make informed decisions as a member of a self-directed team. However, this flight clearance is not a license for unrestricted flight — unlimited empowerment. When you reach the edge of your envelope, you're expected to come back to the competency for guidance. Even great team members sometimes work problems too long without seeking addi-

tional help. Good intentions aside, we can lose sight of the urgency and long-term implications of the problem. Conflict is also a natural occurrence. The answer is not always obvious. This leads to sound technical debate. Although the technical knowledge of each individual should be respected by the group, consensus is not always possible. In these cases, you need to reach out to the competency for advice or resolution.

And don't forget the success stories! We need to do a better job of documenting lessons learned so we can apply what works across programs. Strong team loyalty is important; just remember your ties to the competency. This network of support and trust will guide you throughout your career, from one team assignment to the next. You always want that valuable information network at your disposal.

Focusing our attention

One of our strong attributes is that we do a great job of pulling together when the need arises. We must make this the norm rather than the exception. We must build stronger relationships through communication, value-added participation and mutual support. We must build trust. I expect our competency managers to initiate communication with their people on a regular basis — at least every other week is a good start. As long as this contact is meaningful and supportive, it cannot be overdone. I expect our program leadership to recognize the value of this contact, and demonstrate their support by encouraging competency participation. And I expect team members to keep their competency managers informed, and tap into that resource when necessary.

Getting a handle on communication will bolster our ability to build strong, well defined teams throughout our organization. In order for our IPTs, including their fleet support teams to operate as intended (self-directed but totally tied to program leadership, product and customer focused) our program managers must be great leaders and define a clear team structure from top to bottom; and our site and competency leadership must ensure these relationships are in place and operating as intended. Communication with common understanding is the glue we need to stay truly connected TEAM-wide.

Some of our programs are already demonstrating the power of effective communication and "total team" involvement. This is where we need to be — across the board. Your involvement, persistence, commitment and hard work will get us there.

The success of our business depends on it. Our customers in the Fleet deserve nothing less.

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When: March 12, 1997

Where: China Lake (NAWS CL) Conference Center / Panamint Room (across from the fire station, corner of King St. and Lauritsen Rd.)

Time: Session 1: 9:00 am
Session 2: 1:00 pm

Reserve your seat today. Just call Trudie Stapleton at (800) 351-8483, ext. 4568, or send e-mail to trudies@ti.lmco.com.

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NEPA TRAINING AT NAWs

The Environmental Project Office will sponsor two individual, 1-day National Environmental Policy Act (NEPA) overview sessions on 18 and 19 March at the China Lake Training Center. NEPA was enacted by Congress in 1969, mandating federal agencies to develop an environmental evaluation process as part of project planning and decision making. NEPA is meant as a planning tool to help avoid negative impacts to the environment as a result of federal actions. Its requirements apply to federal projects, including new and continuing activities entirely or partly funded, assisted, conducted, regulated, or approved by a federal agency.

These training sessions will be presented by Franklin Quest Consulting-Shipleigh Associates. The intended audience is facility coordinators and managers, project managers, facility contract specialists and monitors, FES coordinators, architects and engineers, and other responsible officials who need to be aware of NEPA requirements and learn the pertinent NEPA skills.

Each session will provide an overview of the objectives of NEPA, the Council on Environmental Quality implementing regulations, and Navy procedures and an understanding of the purpose and practice of the law as well as applicable sections of OPNAVINST 5090.1B. Participants will learn the relationship environmental analysis to the environmental document. Managerial responsibilities for conducting sufficient analyses and preparing legally defensible documentation will also be reviewed.

To obtain further information or enroll in a session, contact Mona Alkhafi at 939-4477. There is no cost to attendees.

RETIREMENTS AND FAREWELLS**SANDI DERR**

Sandi Derr, Code 42D000D, is retiring after 23 years of civil service. A retirement dinner will be held in her honor at the Carriage Inn on 14 March. Social hour will begin at 1800, followed by a western barbeque buffet at 1900. The cost is \$16.50 per person. For reservations, presentations, or gift donations, contact Marty Zielke at 939-3303 or Stella Ruiz at 939-3924 by 11 March.

DAVID SCHRINER

David Schriener, Code 526E00D, is retiring after 41 years of combined military and federal service. A retirement cocktail party will be held in his honor at the Carriage Inn on 20 March beginning at 1730. Hors d'oeuvres will be served beginning at 1730, followed by presentations at 1830. The cost is \$10 per person. For reservations or presentations, contact Vanessa Menard at 939-9069 or Cathy Bustos at 939-3338 by 14 March.

EMBRY-RIDDLE AERONAUTICAL UNIVERSITY OFFERS CLASSES AND A DEGREE PROGRAM AT CHINA LAKE

Embry-Riddle Aeronautical University (ERAU) is now taking registrations for its "Spring B" term, which will begin the week of 17 March. This term, the class entitled Aviation Regulation and Organizational Behavior will be offered at the undergraduate level. Aviation Law and Insurance will be offered at the master's degree level.

ERAU offers on-site classes and an on-site coordinator to guide you through your AS, BS, or master's program. All programs are open to civilians and military, and welcome military and government tuition assistance.

To register for classes this term, or find out about undergraduate or graduate transfer credit offered for your military training and experience, stop by the Family Service Center Building, Office B, on Monday, Tuesday, or Wednesday between 0900 and 1630 or call 927-3649 or e-mail China_Lake_Center@cts.db.erau.edu for more information.

POINT MUGU GENERAL ANNOUNCEMENTS**CIVILIAN EMPLOYEE ASSISTANCE PROGRAM (CEAP)**

Getting help when you have a problem can be a problem. Do you know that there is someone you can talk to if you or someone in your family are having difficulties? There is no charge for CEAP services, which may be used before, during (on

administrative leave), or after working hours. Family members, self-referrals, and supervisory referrals are welcome. The program is located in Bldg. 211 (first floor). The CEAP has a separate exterior entrance on the Wood Road gate at the end of Bldg. 211. All interviews are confidential. For further information, call Paul

Sanchez at 989-7708/8161 or Colleen Smith at 989-3225.

LABOR REPRESENTATIVE FOR BARGAINING UNIT EMPLOYEES

The exclusive labor representative for the bargaining unit employees of NAWCWPNS Point Mugu is the National

Association of Government Employees (NAGE). The local R12-33 President is Rev. Louis W. Rogers, located in Trailer 10097; he can be reached at 989-1374 or by e-mail at NAG R1233@AOL.com.

HUMAN RESOURCES DEPARTMENT INFORMATION

The Human Resources Department (HRD) Information Section is intended to provide timely HRD information to NAWCWPNS personnel. Any questions or issues pertaining to this section may be addressed to Ron Rogers, Code 733000E, (805) 989-3997 (DSN 351-3997), FAX 989-9846 (DSN 351-9846).

LABOR/EMPLOYEE RELATIONS TEAM NEWS**LEAVE DONORS NEEDED**

The employees listed below have been approved as leave recipients under the Leave Transfer Program. These employees have exhausted annual and sick leave because of personal or medical emergencies and anticipate being in a leave-without-pay status for at least 24 hours. Employees who wish to help a leave recipient may donate annual leave to the employee by submitting a completed OP Form 630-A (Request to Donate Annual Leave to Recipient) and a copy of current Leave and Earnings Statement. OP-Form 630-A is available at Administration Offices at Point Mugu and Telmart at China Lake. Completed forms for Point Mugu may be mailed to Estela Padilla, Code 731000E; forms for China Lake may be mailed to Leora Fields, Code 731000D. For additional information, call Estela Padilla at (805) 989-3222, or Leora Fields at (619) 939-2018.

CHINA LAKE**Donna Charles, Code 84D000D**

Donna is recovering from a medical problem.

Lori Watts, Code 543300D

Lori is recovering from reconstructive foot surgery.

Carol Jones, Code 220000D

Carol has a medical problem.

Nathan "Stu" Hannah, Code 834400D

Stu is caring for his wife, who is experiencing kidney failure and diabetes.

Dick Nickles, Code 473330D

Dick is recovering from pneumonia and heart failure.

Brenda Allen, Code 473110D

Brenda is recovering from major surgery.

Chris Sutton, Code 455320D

Chris is recovering from a relapse of an autoimmune disease.

Nancy Rodgick, Code 725100D

Nancy has a medical problem.

Dave Green, Code 455310D

Dave is currently being treated for complications of ulcerative colitis.

Sandy Watson, Code 335000D

Sandy is caring for her husband, who is waiting for a kidney and pancreas transplant.

considerable creativity, foresight, and technical and administrative knowledge in solving unprecedented problems, determining program objectives and requirements, organizing projects, developing standards, and guiding the work of others. Formulates, guides, monitors, and directs analytical studies of systems and system concepts of major impact on NAWCWPNS programs and operations. Incumbent must have the ability to understand complex resource allocation issues and take on corporate

Comptroller/Financial Management tasks. A working knowledge of the on-going Competency Aligned Organization efforts is required, as well as knowledge of hardware and software development processes; skill in implementation of software engineering life cycle including requirements definition, analysis, design, code, testing, configuration management, quality assurance, verification and validation; ability to express oneself both orally and in writing; ability to deal effectively with a diverse customer

base; knowledge of affirmative action principles including a willingness to implement EEO practices; and ability to meet the mandatory DAWIA requirements for training, experience, and education for Level IV of the Systems Planning, Research, Development, and Engineering Career Field within 18 months of entering this position. **This position may be filled at either site.** Interested reassignment candidates should send an updated application to the Business Office, Code 76D000E.

APPLICATION PROCEDURES

Applications must be received at the Human Resources Department (HRD) Reception Desk, at any site, no later than 5:00 p.m. on the closing date of the announcement. Applications must be submitted for each vacancy. LATE APPLICATIONS WILL NOT BE ACCEPTED UNLESS ON APPROVED LEAVE, TDY, ETC., THE ENTIRE TIME THE ANNOUNCEMENT IS OPEN. Please make a copy of your application for your own retention before you submit it. (Only applications with original signature and date will be accepted.)

Submit a copy of your latest narrative performance assessment/appraisal of record with any application filed against a vacancy announcement. If the assessment/appraisal does not clearly state the tasks/duties performed, attach a copy of your performance plan.

A supplemental narrative addressing your qualifications to each quality-ranking factor (QRF) is highly recommended. This information will be used to identify highly qualified candidates to be referred for selection. Additional information will not be accepted after the closing date of the announcement.

When multiple-grade levels are advertised, applicants will only be rated for the lowest grade level indicated on their application that will be acceptable and higher grade levels for which they qualify.

Applicants may review the X-118 Qualification Standards at the China Lake Technical Library; at the Point Mugu Directorate/Department Resources Offices; or at any NAWCWPNS Human Resources Department Office.

AREA OF CONSIDERATION INFORMATION

Applications will be accepted from current appointable employees at NAWCWPNS and, unless otherwise noted in the specific announcement, the tenant commands with approved cross-service agreements. These include employees with career or career-conditional appointments; temporary employees with Veterans Readjustment Act (VRA) eligibility or reinstatement eligibility; handicapped employees serving on an excepted Schedule (A) appointment, VRA employees, and temporary employees within reach on an OPM certificate (or equivalent). If a tentative selection is made from tenant, VRA, or temporary applicants, the selection process cannot be completed until a waiver to the hiring freeze is approved by COMNAVAIR. Appointable persons include those with reinstatement eligibility, those within reach on an OPM certificate, and those eligible for noncompetitive permanent appointment (e.g., VRA, handicapped).

NOTES

1. If selection is made below the full-performance level, the selectee may be promoted to the next higher level(s) without further competition provided the following conditions are met: (1) OPM requirements are met, (2) management determines the incumbent is performing at the higher grade level, and (3) there is work at the higher grade level to justify the promotion. **PROMOTION IS NOT GUARANTEED.**
 2. First-time supervisors and managers are required to serve a probationary period of 12 months. Those who do not satisfactorily complete the probationary period will be returned to positions of no lower grade and pay than their former position.
 3. **Drug Testing Designated Position.** An applicant tentatively selected for this position will be required to submit to urinalysis for illegal use of drugs prior to a final selection. (Exception: If the position change is for 30 days or less or the applicant currently occupies a DOD testing designated position (TDP), no applicant test is authorized.) The selection is contingent upon a negative drug test result and, thereafter, the selectee will be subject to drug testing on a random basis as the incumbent of a TDP. Further, all DON employees may be subject to drug testing under certain circumstances such as reasonable suspicion and after an accident or unsafe practice. All individuals will have the opportunity to submit medical documentation that may support the legitimate use of a specific drug to a Medical Review Officer. An applicant's test result will be provided to the selecting official and servicing Human Resources Office before a final selection is made. A verified positive drug test result of a current DON employee will also be provided to the employing activity/command.
 4. This is a DAWIA (Defense Acquisition Workforce Improvement Act) Designated Position. P.L. 101-510 requires that all applications for DAWIA designated positions which are advertised be evaluated utilizing a quality ranking factor (QRF) to determine the best qualified candidates. A supplemental narrative addressing the DAWIA QRF is highly recommended. Applicants wishing more information on the DAWIA mandatory requirements and/or definitions of DAWIA career fields may contact the DAWIA representative within their Competency.
- NOTE:** Applicants selected for Critical Acquisition Positions will be required to sign a Tenure Agreement to remain in that position for at least a 3-year period.
5. **Merit Promotion Positions for Point Mugu Site Vacancies.** Applicants must meet all eligibility requirements (including, when applicable, time-in-grade and qualification requirements) within 30 calendar days of the closing date of the announcement.

GENERAL INFORMATION

The Naval Air Warfare Center Weapons Division is an equal opportunity employer. Selection will be made on a fully equal basis without discrimination. Selection will not be made on non-merit reasons such as race, color, religion, sex, national origin, age, politics, marital status, physical handicap, or membership or non-membership in an employee organization.

All vacancies are subject to restrictions imposed by the DOD Priority Placement Program (PPP).

Incumbent must hold or be able to obtain the appropriate security clearance.

As of 1 August 1992, mandatory direct deposit/electronic funds transfer (DD/EFT) became the standard payment within DOD for pay of certain civilian personnel. Newly hired civilian personnel and employees (not currently enrolled) who are selected for competitive promotion, reassignment, transfer, etc., will be required to enroll in DD/EFT within 60 days. An asterisk (*) preceding an announcement number indicates a modification has been made to the vacancy advertisement; please note indicated changes.

